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**County of Los Angeles**  
**DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, California 90020  
(213) 351-5602

**DAVID SANDERS, Ph.D.**  
Director

May 24, 2005

**Board of Supervisors**

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**ZEV YAROSLAVSKY**

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Fifth District

To: Supervisor Gloria Molina, Chair  
Supervisor Michael D. Antonovich, Chair Pro Tem  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: David Sanders, Ph.D.  
Director

**MAY 17, 2005 BOARD AGENDA ITEM #2 - ERCP OVERSTAYS**

On May 17, 2005, the Board instructed the Director of the Department of Children and Family Services to report back to the Board, as follows:

- Report to the Board within seven days on immediate steps taken to address "ERCP overstays", including increasing the availability of emergency shelter beds;
- Provide the Board with monthly reports for the next year, which track the numbers of emergency shelter beds and length of time children are spending at ERCP. The report should include the following information: Age of the foster youth, length of stay at the ERCP and other DCFS offices, placement history (e.g. relative care, foster home, group home), and reason for discharge.
- Report to the Board within 30 days on possible short-term and long-term solutions, which specifically address the placement needs of the more difficult to place population of children and youth.
- Work in collaboration with the Association of Community Human Services Agencies and group homes on the assessment of the Department of Children and Family Services ERCP intake centers.

Immediate steps to begin addressing the ERCP overstay problem include meeting with licensed foster care providers. On May 17 and May 18, 2005, the Department of Children and Family Services conducted two recruitment meetings with 87 licensed foster care providers specifically for the development of emergency shelter care beds.

These meetings launched an aggressive series of recruitment attempts to develop immediate shelter care placement resources.

The recruitment activity is focused on the population of youth ages 13 through 17 years, who are characteristically classified as "difficult to place". The Department has developed financial incentives for licensed providers who seek to provide emergency beds for this specific population of youth.

Emergency Shelter Care (ESC) foster parents receive AFDC Foster Care Basic Rates prorated on a daily basis and an emergency shelter care incentive of \$400 a month for each ESC bed for being available 24 hours, 7 days a week. Moreover, foster care providers will have access to mental health resources such as Psychiatric Evaluation Teams (PET) and on-call nursing staff who are available after hours, weekends and holidays. Additionally, the Department will be working collaboratively with the Association of Community Human Services Agencies (ACHSA) to cultivate viable adult bed space for the population of youth that are 18 through 21 years of age.

Pursuant to the March, 15, 2005 Board motion by Supervisor Zev Yaroslavsky regarding the transition of Hollygrove Group Home, additional bed resources are also in development stages with Hollygrove Group Homes. Hollygrove has agreed to seek Community Care Licensing (CCL) approval to extend the current age range of its population to seventeen (17) years of age. The Regional Administrator of the Emergency Response Command Post has made an on-site assessment of the Hollygrove campus and determined that there is viable space to move forward with implementation of these beds.

In speaking to the issue of youth who demonstrate chronic "runaway" behaviors, we are continuously developing strategies to reduce the occurrence of these incidents. Currently, the Emergency Response Command Post engages in co-location of social work staff within community law enforcement agencies. The Command Post continues to "partner" with law enforcement in an attempt to enhance our ability to respond to youth who continue to be truant from their placements.

To provide response to your request for monthly reporting of ERCP overstays for the next year, a chart for the month of April 2005 has been attached. Furthermore, the Department of Children and Family Services has scheduled a meeting on May 25, 2005 with Association of Community Human Services Agencies (ACHSA), Deputy Director Lisa Parrish and myself, to further evaluate placement alternatives.

The outcome of this meeting will be included in the next 30-day report, due to the Board on June 17, 2005. After this meeting, we will provide the Board with a report on possible short-term and long-term solutions, which specifically address the placement needs of the more difficult to place population of children and youth, to which we will attach the chart reflecting tracking data for the month of May 2005.

Each Supervisor  
May 24, 2005  
Page 3

Should you have further questions, you may contact me or your staff may contact Helen Berberian at (213) 351-5530.

DS:AW:gk

**Attachment**

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors

# EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT - MINORS AT ERCP APRIL 2005

**Numbers of Children and Youth who came to ERCP by age and Gender:**  
**TOTAL: 141**

0-10 years		11-14 years		15-18 years		19 and over	
36 (25%)		36 (25%)		66 (48%)		3 (2%)	
M	F	M	F	M	F	M	F
20	16	21	15	21	45	1	2

**Numbers of children and youth who stayed 4 hours and longer by age:**  
**TOTAL: 44 (31%)**

Hours	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
4 to 8	4	6	14	1	25	57%
9 to 13	0	3	7	1	11	25%
14 to 19	0	1	5	0	6	14%
20 to 23	0	0	0	0	0	-
24 to 28	0	0	1	0	1	2%
29 to 32	0	0	1	0	1	2%
33 and over	0	0	0	0	0	-
<b>TOTALS</b>	<b>4 (9%)</b>	<b>10 (23%)</b>	<b>28 (64%)</b>	<b>2 (4%)</b>	<b>44</b>	<b>100%</b>

**Children and youth's placement prior to stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of parent	3	1	1	0	5	11%
Adoptive parent	0	0	0	0	0	-
Relative Home	1	2	5	0	8	18%
Foster Home	0	3	4	2	9	21%
Group Home	0	0	1	0	1	2%
AWOL	0	1	16	0	17	39%
Hospital	0	0	0	0	0	-
Probation	0	1	0	0	1	2%
Regional Office	0	2	1	0	3	7%
<b>TOTALS</b>	<b>4 (9%)</b>	<b>10 (23%)</b>	<b>28 (64%)</b>	<b>2 (4%)</b>	<b>44</b>	<b>100%</b>

**Children and youth's placement following their stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Parent's Home	0	0	2	0	2	5%
Foster Home	4	3	8	1	16	36%
Group Home	0	1	4	0	5	11%
*Regional Office Placements	0	5	15	1	21	48%
<b>TOTALS</b>	<b>4(9%)</b>	<b>9 (20%)</b>	<b>29 (66%)</b>	<b>2 (4%)</b>	<b>44</b>	<b>100%</b>

\*Per agreement between ERCP and the regional offices, these youth were replaced by their case carrying CSWs.

GK/gk  
Attachment I  
05/24/05



County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

425 Shatto Place, Los Angeles, California 90020  
(213) 351-5602

DAVID SANDERS, Ph.D.  
Director

Board of Supervisors

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June 23, 2005

To: Supervisor Gloria Molina, Chair  
Supervisor Michael D. Antonovich, Chair Pro Tem  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: David Sanders, Ph.D.  
Director

**MAY 17, 2005 BOARD AGENDA ITEM #2 – MOTION BY SUPERVISOR GLORIA MOLINA re: ERCP OVERSTAYS, AS AMENDED BY SUPERVISOR DON KNABE AND SUPERVISOR GLORIA MOLINA**

**INTRODUCTION**

On May 17, 2005, the Board instructed the Director of the Department of Children and Family Services (DCFS) to:

- Report to the Board within seven days on immediate steps taken to address Emergency Response Command Post (ERCP) "overstays," including increasing the availability of emergency shelter beds;
- Provide monthly reports for the next year, which track the numbers of emergency shelter beds and the length of time children spend waiting for placement;
- Provide a 30-day report regarding possible short-term and long-term solutions to (Emergency Response Command Post) overstays, with attention to placement needs of the more difficult-to-place children and youth;
- Work in collaboration with the Association of Community Human Services Agencies (ACHSA) and group homes on the assessment of placement processes to identify and resolve barriers to successful placement of these youth.

On May 24, 2005, DCFS submitted its seven-day report to the Board, which included the monthly statistics for April 2005. This is to provide a 30-day report regarding possible short-term and long-term solutions to ERCP overstays, with attention to the placement needs of the more difficult-to-place children and youth; a progress report regarding DCFS' collaboration with ACHSA; and the monthly statistics for May 2005.

### **SCOPE OF PROBLEM**

The Department acknowledges that a percentage of children and youth who come to the ERCP have continued to stay at ERCP for four or more hours as they await placement; and continues to work diligently to develop resolution to the issue. The safe and stable placement of children requiring out-of-home care is a core value of DCFS. In collaboration with public and private community partners, we are engaged in a series of activities that support recruitment of placement resources for children and youth who present special placement challenges. Most often, the population of children described in the overstay reports are "difficult-to-place" children with current behaviors that present serious risks to their health and safety, such as violent interactions with others, illegal drug consumption, gang involvement, or chronic runaway episodes. This population also includes parenting teenagers and dependent children over the age of 18 years who do not meet the licensing provisions for residence in our emergency shelters.

### **SHORT-TERM SOLUTIONS**

To date, the Department has conducted two orientation meetings, on May 17, 2005 and May 18, 2005, for the purpose of recruiting licensed foster parents interested in contracting with the Emergency Shelter Care (ESC) program. These orientation meetings were a collaborative effort between the DCFS - Office of the Medical Director, ERCP, Out-of-Home Care Management Unit and Contracts Division; and the Department of Mental Health. Two additional recruitment meetings have been scheduled to take place on June 28, 2005 and June 29, 2005.

As a result of the orientation meetings, we have recruited/contracted two additional ESC foster homes for a total of four beds for male or female teenagers, ages 13 to 17. This addition gives us a total of 58 ESC foster home beds available on a 24/7 basis, of which 22 beds are available for male or female teenagers, ages 13 to 17. Further, David and Margaret Group Home has offered 10 beds on a 24/7 basis for female teenagers, ages 13 to 17. The 10 beds are targeted to become available on June 27, 2005. Nineteen (19) foster family agencies have made their vacant beds for males and females, ages 13 to 17, available on a 24/7 basis. However, we are unable to provide a total foster family agency bed availability count as this count changes on a daily basis determined by utilization during normal business hours.

These additional emergency placement beds are being recruited to provide placement resources for male and female teens, ages 13 to 17. The availability of emergency shelter beds in foster family agency-certified homes and group homes will allow for a higher level of care than those in foster family homes. We continue, however, to develop measures to serve youth ages 18 and 19, who need emergency shelter placement in facilities licensed for the placement of children and youth, ages 0 to 17. In the interim, the Resource Utilization Management Section within the DCFS Out-of-Home Care Management Division is now available on a 24/7 basis to deal with resource issues.

As such, we anticipate that the availability of the ESC beds will be sufficient to eliminate youth awaiting placement at the ERCP beyond 12 hours. ERCP, Out-of-Home Care Management and regional staff will be continuously working with the shelter care resources to monitor activities and utilize a team decision-making process to make decisions to replace youth into a more stable and permanent environment. DCFS management will closely monitor those circumstances when placement does not occur and will make the necessary corrections.

### **LONG-TERM SOLUTIONS**

The ERCP held a planning meeting on Wednesday, June 22, 2005, for the purpose of developing strategies to monitor and track the successful long-term placement of children and youth. One of the goals of this meeting was to begin the process of revising our current method of monitoring the entire time during which children and youth await placement when that time includes a stay at ERCP. Additionally, ERCP will be conducting a retraining module for staff with the desired outcome of maximizing the cultivation, utilization and maintenance of viable emergency placement beds for difficult-to-place youth. During our analysis of the ERCP overstay problem, we discovered that some ERCP overstay were attributed to youth refusing placement(s). As a result, this training will also focus on the measures and procedures by which ERCP staff will successfully manage placement processes to assure that youth who refuse placement(s) are indeed placed in stable environments in a timely manner.

Efforts to develop more appropriate short-term and long-term viable placement resources also include the Department's collaboration with the Association of Community Human Services Agencies (ACHSA). To this end, three DCFS/ACHSA co-led workgroups are currently in progress, as follows:

- (1) The Intake Receiving Center Workgroup, which has already met on June 8, 2005, is addressing the possible development of child-friendly intake receiving centers. The date of the next workgroup meeting will be determined.
- (2) The Crisis Beds Workgroup, scheduled to meet on June 30, 2005, July 12, 2005 and July 19, 2005, will be addressing the development of additional crisis beds in L.A. County.
- (3) The Individualized Contracting Workgroup, scheduled to meet on July 18, 2005, will be addressing the specialized placement needs of the most difficult-to-place population through the development of a formal, individualized contracting process with community agencies.

**Children and Youth's placement following their stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	
Home of Relative	0	3	1	0	
Foster Home	2	6	7	0	
Group Home	0	3	0	0	
AWOL	0	0	3	0	
*Regional Office Placements	0	8	14	0	<b>TOTAL</b>
<b>TOTAL</b>	<b>2</b>	<b>20</b>	<b>25</b>	<b>0</b>	<b>47</b>

**\*Per agreement between ERCP and the regional offices, these youth were replaced by their case carrying CSWs.**

**GK/gk  
Attachment I  
06/14/05**



County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

425 Shatto Place, Los Angeles, California 90020  
(213) 351-5602

DAVID SANDERS, Ph.D.  
Director

July 14, 2005

To: Supervisor Gloria Molina, Chair  
Supervisor Michael D. Antonovich, Chair Pro Tem  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From:   
David Sanders, Ph.D.  
Director

Board of Supervisors

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Fifth District

**MAY 17, 2005 BOARD AGENDA ITEM #2 – ERCP OVERSTAYS**

This is to provide your Board with the monthly statistical report for the ERCP overstay. Please see the attachment to this cover letter for our statistics.

Should you have further questions, please contact me or your staff may contact Helen Berberian, Board Relations Manager at (213) 351-5530.

DS:AW:gk

Attachment

c: County Counsel  
Chief Administrative Officer  
Executive Officer, Board of Supervisors

# EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT – MINORS AT ERCP JUNE 2005

**Numbers of Children and Youth who came to ERCP by age and Gender:**

**Total: 134**

0-10 years		11-14 years		15-18 years		19 and over	
M	F	M	F	M	F	M	F
24	16	15	24	26	29	0	0

**Numbers of children and youth who stayed 4 hours and longer by age:**

**Total: 32 (24%)**

Hours	0-10 years	11-14 years	15-18 years	19 and over	
4 to 8	2	11	9	0	
9 to 13	0	2	4	0	
14 to 19	0	1	3	0	
20 to 23	0	0	0	0	
24 to 28	0	0	0	0	
29 to 32	0	0	0	0	
33 and over	0	0	0	0	
<b>TOTAL</b>	2	14	16	0	<b>TOTAL 32</b>

**Children and youth's placement prior to stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	
Home of parent	2	0	1	0	
Adoptive parent	0	0	0	0	
Home of Relative	0	0	0	0	
Foster Home	0	1	1	0	
Group Home	0	0	1	0	
AWOL	0	7	7	0	
Hospital	0	0	0	0	
Probation	0	2	3	0	
Regional Office	0	0	0	0	
Law Enforcement	0	4	3	0	
<b>TOTAL</b>	2	14	16	0	<b>TOTAL 32</b>

Children and Youth's placement following their stay at ERCP:

Placement	0-10 years	11-14 years	15-18 years	19 and over	
Home of Relative	1	0	0	0	
Foster Home	1	2	8	0	
Group Home	0	1	1	0	
AWOL	0	0	1	0	
Probation	0	1	0	0	
Regional Office	0	10	6	0	<b>TOTAL</b>
<b>TOTAL</b>	<b>2</b>	<b>14</b>	<b>16</b>	<b>0</b>	<b>32</b>



DAVID SANDERS, Ph.D.  
Director

**County of Los Angeles**  
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Fifth District

August 19, 2005

To: Supervisor Gloria Molina, Chair  
Supervisor Michael D. Antonovich, Chair Pro Tem  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: David Sanders, Ph.D.  
Director



**MAY 17, 2005 BOARD AGENDA ITEM #2 re: LENGTHS-OF-STAY AT EMERGENCY  
RESPONSE COMMAND POST**

**INTRODUCTION**

On May 17, 2005, the Board instructed the Director of the Department of Children and Family Services (DCFS) to:

- Report back to the Board within seven (7) days on immediate steps taken to address Emergency Response Command Post (ERCP) "overstays", including increasing the availability of emergency shelter beds;
- Provide monthly reports for the next year, which track the numbers of emergency shelter beds and the length of time children spend waiting for placement;
- Provide a 30-day report regarding possible short-term and long-term solutions, with attention to placement needs of the more difficult-to-place children and youth;
- Work in collaboration with the Association of Community Human Services Agencies (ACHSA) and group homes on the assessment of placement processes to identify and resolve barriers to successful placement of these youths.

On May 24, 2005, DCFS submitted its 7-day report to the Board. On June 23, 2005, DCFS submitted its 30-day progress report to the Board regarding the development of short-term and long-term solutions as well as regarding its collaboration with ACHSA. Beginning on June 23, 2005, DCFS has issued statistical reports to the Board on a monthly basis regarding lengths-of-stay at ERCP. This is to provide your Board with an additional progress report regarding possible short-term and long-term solutions to Emergency Response Command Post (ERCP) lengths-of-stay, with attention to placement needs of the more difficult-to-place children and youth.

### **SCOPE OF PROBLEM**

Most often, the population of children described in the ERCP lengths-of-stay reports are "difficult-to-place" children with current behaviors that present serious risks to their health and safety, such as, violent interactions with others, illegal drug consumption, gang involvement, or chronic runaway episodes. This population also includes parenting teenagers and dependent children over the age of 18 years who do not meet the licensing provisions for residence in our emergency shelters.

The safe and stable placement of children requiring out-of-home care is a core value of DCFS. In collaboration with public and private community partners, DCFS is engaged in a series of activities that support recruitment of placement resources for children and youth who present special placement challenges: What follows are some examples of extremely challenging situations in which, although ERCP stays were extended, DCFS embraced the youth and exerted exceptional efforts to ensure the youth's well-being:

- (1) A bright young man, nearing his eighteenth birthday, arrived at ERCP in the middle of the night, expatriated from a foreign country and speaking only his native language. This youth had no previous history with DCFS. Prior to his arrival, having been abandoned by his mother, this youth had been homeless for years on the streets of his country of origin. His father's whereabouts were unknown. Despite all efforts, DCFS was unable to locate any relatives with whom to place the youth; and the youth adamantly refused to be placed in a foster home of any ethnicity other than of Caucasian or his own native decent.
- (2) A fifteen-year-old male was transported to ERCP at approximately 10:00 P.M. following his release from Juvenile Hall. The release was the result of the District Attorney's Office's decision against charging the youth with murder.
- (3) A fourteen-year-old male, previously known to ERCP, who abuses substances, is defiant, and frequently steals from his placement prior to running away, arrived at the ERCP during late hours. He reported to ERCP staff his definite plan not to remain in any placement for extended periods of time in spite of extensive stabilization efforts by his case-carrying Children's Social Worker and by ERCP staff.

On May 5, 2005, the California Department of Social Services (CDSS) Community Care Licensing Division (CCL) cited DCFS for operating an unlicensed facility at its ERCP. The Department clearly acknowledges that a percentage of children and youth have continued to stay at ERCP in excess of the departmentally-imposed standard of measurement of four hours and beyond. DCFS continues to work diligently to develop resolution to the issue. We are collaborating with CCL by sharing our monthly statistical records; and their management staff has accepted the invitation to participate in the DCFS/ACHSA program development groups further detailed under "long-term solutions" below.

### **SHORT-TERM SOLUTIONS**

As previously shared with you, DCFS has conducted four (4) orientation meetings on May 17, May 18, June 28 and June 29, 2005. These meetings were to recruit licensed foster parents interested in contracting with the Emergency Shelter Care (ESC) program by providing 24/7 emergency shelter care foster homes for male and female teenagers, 13 to 17 years of age. Over 100 interested participants attended the meetings. At the orientation meetings, DCFS discussed the ESC Program and support systems that will be available for foster parents who accept teenagers. Representatives from the Office of the Medical Director, ERCP, Out-of-Home Care Management, the Contracts Division, Community Care Licensing, and Department of Mental Health attended the May 17 and May 18 meetings.

Additional short-term solution steps taken and progress made, to date, include:

- (1) DCFS placed Resource Utilization Management (RUM) staff on-call, beginning Thursdays at 5:00 P.M. through Mondays at 2:00 A.M., to assist ERCP in locating and matching placements for difficult-to-place youth.
- (2) DCFS published advertisements for the recruitment of licensed foster parents in the following newspapers: The Los Angeles Times, La Opinion, The Los Angeles Watts Times, The Sentinel, The Daily News, The Long Beach Press Telegram and The San Gabriel Valley News.
- (3) DCFS added two (2) additional contracted shelter care homes for adolescents with behavioral problems. Each home is licensed for two adolescents, for a total of four (4) additional beds.
- (4) DCFS forwarded letters to all Foster Family Agencies (FFAs) requesting their interest and availability for placements on a 24-hour, 7-days-a-week basis. To date, nineteen (19) FFAs indicated that they are available for placements.
- (5) DCFS continues to explore with group home providers the development of four (4) to six (6) emergency shelter care beds for males, 13 to 17 years of age. Beginning June 27, 2005, David and Margaret Group Home began providing ten (10) 24/7 emergency assessment beds for teenage females, 13 to 17 years of age; and has been successful in accepting and maintaining some of our most difficult-to-place youths. Additionally, Girls and Boys Town provides sixteen (16) emergency shelter

care assessment beds for males, 9 to 17 years of age; and twelve (12) emergency shelter care assessment beds for females, 11 to 17 years of age.

With the expansion of licensed foster home beds, FFA beds and Group Home beds as detailed above, we believe that we have sufficient capacity to assure that few, if any children, await placement at ERCP for longer than eight (8) hours. Coupled with the long-term solutions that follow, which are intended to provide the necessary continued service expansion and management improvements, we believe we are able to further reduce the length-of-stay for youth at ERCP.

### LONG-TERM SOLUTIONS

I have recently appointed new management at ERCP, including a Deputy Director and a Regional Administrator, both of whom have many years of line and management experience. Both are eager to address this issue and are actively meeting with community partners, line staff and managers, as well as with staff of other County departments to address and seek solutions to the emergency placements of our youth.

Furthermore, the Department continues in its efforts with the Association of Community Human Service Agencies (ACHSA) to further develop long-term shelter solutions for the more challenging population of youth who await placement at ERCP for extended lengths of time. In addition to the Department's aggressive efforts to recruit and contract with licensed foster parents for the provision of Emergency Shelter Care, three DCFS/ACHSA program development groups, the "Individualized Contracting", "Development of Crisis Beds" and "Intake Receiving Centers" workgroups have developed and presented DCFS with proposals. Unfortunately, Hollygrove Treatment Center, one of the member agencies, will be terminating its residential program in September 2005. Therefore, planning for an assessment/shelter program with this agency is no longer a viable option. I will include information related to additional discussions and decisions in future reports to your Board.

Additional long-term solution steps taken and progress made, to date, include:

- (1) DCFS staff and I have met with representatives of SEIU Local 535 to expand input and consider workplace-related perspectives as solutions are proposed.
- (2) DCFS is working with the Probation Department to develop a plan to utilize some of the placement facilities with which Probation contracts so that this support can be enlisted when a youth, whose treatment needs can best be serviced by those agencies, enters the ERCP.
- (3) DCFS, in collaboration with the Departments of Mental Health, Probation, the Chief Administrative Office, the Commission for Children and Families and other stakeholders, is currently developing long-term placement resources for the chronically mentally-ill homeless youths, 18 to 21 years of age. It is anticipated that DCFS will release a request for proposals in August 2005, for twenty (20) emergency shelter beds for young adults, 18 to 21 years of age.

Each Supervisor  
August 19, 2005  
Page 5

### SUMMARY

The Department appreciates the attention and emphasis provided by the Board of Supervisors in addressing this very serious issue. DCFS continues to aggressively pursue corrective actions that support short-term and long-term positive movement in reducing the ERCP length-of-stay.

The attached chart provides you with the monthly tracking for 136 children who had ERCP contact in July 2005. This chart describes the length of time children stayed at ERCP, delineated by relevant demographics. It should be noted that, although there were 136 children who came through ERCP, 90 children (66%) were placed in less than 4 hours; and 31 children (22%) were placed within 4 and 10 hours. Only 15 children out of 136 (12%), awaited placement at ERCP beyond 10 hours. We believe that we are working in the right direction as we are making tremendous progress toward reducing the length-of-stay for children at ERCP.

I look forward to reporting back to your Board within 90 days as to our continued progress. Should you have further questions, please call me at (213) 351-5600, or your staff may contact Helen Berberian, Board Relations Manager, at (213) 351-5530.

DS:AW:JL:eaf

c: County Counsel  
Chief Administrative Officer  
Executive Officer, Board of Supervisors

Attachment

# **EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT – MINORS AT ERCP JULY 2005**

The following is an overall breakdown of the number of children serviced at the Emergency Response Command Post. Of the 136 (100%) children serviced by ERCP, 90 (66%) were placed within four hours and 120 children (88%) were placed within eight hours. However, forty-six (34%) of the 136 children exceeded the four hour time frame (see table #1 below).

**Numbers of children and youth who stayed 4 hours and longer by age:**  
**Total: 46 (34%)**

Hours	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
0 to 4	33	28	29	0	90	66%
4 to 8	4	11	15	0	30	22%
9 to 13	1	3	5	0	9	7%
14 to 18	2	3	2	0	7	5%
20 to 23	0	0	0	0	0	-
24 to 28	0	0	0	0	0	-
29 to 32	0	0	0	0	0	-
33 and over	0	0	0	0	0	-
<b>TOTALS</b>	<b>40 (29%)</b>	<b>45 (33%)</b>	<b>51 (38%)</b>	<b>0</b>	<b>136</b>	<b>100%</b>

**Children and youth's placement type prior to stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of parent	5	9	5	0	19	41%
Adoptive parent	0	0	0	0	0	-
Home of Relative	1	3	1	0	5	11%
Foster Home	1	1	6	0	8	17%
Group Home	0	0	1	0	1	2%
AWOL	0	0	5	0	5	11%
Hospital	0	0	0	0	0	-
Probation	0	2	2	0	4	9%
Law Enforcement	0	2	2	0	4	9%
<b>TOTALS</b>	<b>7 (15%)</b>	<b>17 (37%)</b>	<b>22 (48%)</b>	<b>0</b>	<b>48</b>	<b>100%</b>

**Numbers of Children and Youth who came to ERCP by age and Gender:**  
**Total: 138**

0-10 years		11-14 years		15-18 years		19 and over	
40 (29%)		45 (33%)		51 (38%)		-	
M	F	M	F	M	F	M	F
25	15	24	21	24	27	0	0

**Children and Youth's placement type following their stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of Parent	2	1	0	0	3	7%
Home of Relative	1	0	0	0	1	2%
Foster Home	3	11	8	0	22	48%
Group Home	1	5	12	0	18	39%
AWOL	0	0	1	0	1	2%
Hospital	0	0	1	0	1	2%
Probation	0	0	0	0	0	-
<b>TOTALS</b>	<b>7 (15%)</b>	<b>17 (37%)</b>	<b>22 (48%)</b>	<b>0</b>	<b>46</b>	<b>100%</b>



DAVID SANDERS, Ph.D.  
Director

**County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, California 90020  
(213) 351-5602

September 15, 2005

**Board of Supervisors**

GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

To: Supervisor Gloria Molina, Chair  
Supervisor Michael D. Antonovich, Chair Pro Tem  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: David Sanders, Ph.D.  
Director

A handwritten signature in dark ink, appearing to be "DS", is written over the printed name "David Sanders, Ph.D.".

**MAY 17, 2005 BOARD AGENDA ITEM #2 - MOTION BY SUPERVISOR GLORIA MOLINA: ERCP MONTHLY OVERSTAY STATISTICAL REPORT FOR AUGUST 2005**

The attached chart provides you with the monthly tracking for 121 children who had ERCP contact in August 2005. This information is based on data from the ERCP logs from August 1, 2005 through August 31, 2005. During this reporting period, 121 children were served at the Emergency Response Command Post. Of the 121 (100%) children served, 101 (83%) were placed within 0 to 4 hours and 20 (17%) of the 121 children exceed the four hour time frame.

The Department remains committed to the goal of ensuring prompt response and processing of Emergency Response Command Post placement.

If you have any questions, please call me or your staff may contact Helen Berberian, Board Liaison Manager at (213) 351-5530.

DS:AW:sdv

Attachment

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors

**EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT –  
MINORS AT ERCP  
AUGUST 2005**

**Numbers of children and youth who stayed 4 hours and longer by age:**

**Total: 20 (17%)**

Hours	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
0 to 4	32	32	37	0	101	83%
4 to 8	2	7	9	0	18	15%
9 to 13	0	1	1	0	2	2%
14 to 19	0	0	0	0	0	
20 to 23	0	0	0	0	0	-
24 to 28	0	0	0	0	0	-
29 to 32	0	0	0	0	0	-
33 and over	0	0	0	0	0	-
<b>TOTALS</b>	<b>34(28%)</b>	<b>40(33%)</b>	<b>47(39%)</b>	<b>0</b>	<b>121</b>	<b>100%</b>

**Children and youth's placement type prior to stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of parent	2	2	2	0	6	30%
Adoptive parent	0	0	0	0	0	-
Home of Relative	0	0	1	0	1	5%
Foster Home	0	1	0	0	1	5%
Group Home	0	0	1		1	5%
AWOL	0	3	4	0	7	35%
Hospital	0	0	0	0	0	-
Probation	0	1	0	0	1	5%
Law Enforcement	0	1	2	0	3	15%
<b>TOTALS</b>	<b>2 (10%)</b>	<b>8 (40%)</b>	<b>10 (50%)</b>	<b>0</b>	<b>20</b>	<b>100%</b>

**Numbers of Children and Youth who came to ERCP by age and Gender: Total 121**

0-10 years		11-14 years		15-18 years		19 and over	
34 (28%)		40 (33%)		47 (39%)		-	
M	F	M	F	M	F	M	F
13	21	21	19	20	27	0	0

**Children and Youth's placement type following their stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of Parent	0	0	0	0	0	
Home of Relative	0	0	0	0	0	
Foster Home	2	2	6	0	10	50%
Group Home	0	6	4	0	10	50%
AWOL	0	0	0	0	0	
Hospital	0	0	0	0	0	
<b>TOTALS</b>	<b>2 (10%)</b>	<b>8 (40%)</b>	<b>10 (50%)</b>	<b>0</b>	<b>20</b>	<b>100%</b>



DAVID SANDERS, Ph.D.  
Director

# County of Los Angeles DEPARTMENT OF CHILDREN AND FAMILY SERVICES

425 Shatto Place, Los Angeles, California 90020  
(213) 351-5602

October 11, 2005

Board of Supervisors

GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

To: Supervisor Gloria Molina, Chair  
Supervisor Michael D. Antonovich, Chair Pro Tem  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: David Sanders, Ph.D.   
Director

## **MAY 17, 2005 BOARD AGENDA ITEM #2 - MOTION BY SUPERVISOR GLORIA MOLINA: ERCP MONTHLY OVERSTAY STATISTICAL REPORT FOR SEPTEMBER 2005**

The attached chart provides you with the monthly tracking for 58 children who had ERCP contact in September 2005. This information is based on data from the ERCP logs from September 1, 2005 through September 30, 2005. During this reporting period, 58 children were served at the Emergency Response Command Post. Of the 58 (100%) children served, 52 (90%) were placed within 0 to 4 hours and only 6 (10%) of the 58 children exceed the four hour time frame.

The Department remains committed to the goal of ensuring prompt response and processing of Emergency Response Command Post placement.

If you have any questions, please call me or your staff may contact Helen Berberian, Board Liaison Manager at (213) 351-5530.

DS:AW:at

Attachment

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors

# EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT – MINORS AT ERCP SEPTEMBER 2005

**Numbers of children and youth who stayed 4 hours and longer by age:**

**Total: 6 (10%)**

Hours	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
0 to 4	21	13	18	0	52	90%
4 to 8	0	1	4	0	5	8%
9 to 13	0	0	1	0	1	2%
14 to 19	0	0	0	0	0	
20 to 23	0	0	0	0	0	-
24 to 28	0	0	0	0	0	-
29 to 32	0	0	0	0	0	-
33 and over	0	0	0	0	0	-
<b>TOTALS</b>	<b>21(36%)</b>	<b>14(24%)</b>	<b>23(40%)</b>	<b>0</b>	<b>58</b>	<b>100%</b>

**Children and youth's placement type prior to stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of parent	0	0	0	0		
Adoptive parent	0	0	0	0		
Home of Relative	0	0	0	0		
Foster Home	0	0	2	0	2	33%
Group Home	0	1	3	0	4	67%
Hospital	0	0	0	0		
Probation	0	0	0	0		
Law Enforcement	0	0	0	0		
<b>TOTALS</b>	<b>0</b>	<b>1(17%)</b>	<b>5(83%)</b>	<b>0</b>	<b>6</b>	<b>100%</b>

**Numbers of Children and Youth who came to ERCP by age and Gender: Total: 58**

0-10 years		11-14 years		15-18 years		19 and over	
21(36%)		14 (24%)		23(40%)		-	
M	F	M	F	M	F	M	F
11	10	9	5	7	16	0	0

**Children and Youth's placement type following their stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of Parent						
Home of Relative	0	0	0	0	0	
Foster Home	0	1	5	0	6	100%
Group Home	0	0	0	0	0	
AWOL	0	0	0	0	0	
Hospital	0	0	0	0	0	
<b>TOTALS</b>	<b>0</b>	<b>1(17%)</b>	<b>5(83%)</b>	<b>0</b>	<b>6</b>	<b>100%</b>



DAVID SANDERS, Ph.D.  
Director

**County of Los Angeles**  
**DEPARTMENT OF CHILDREN AND FAMILY SERVICES**  
425 Shatto Place -- Los Angeles, California 90020  
(213) 351-5602

November 16, 2005

Board of Supervisors

GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

To: Supervisor Gloria Molina, Chair  
Supervisor Michael D. Antonovich, Chair Pro Tem  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: David Sanders, Ph.D.  
Director

A handwritten signature, likely of David Sanders, is written over the printed name and title.

**MAY 17, 2005 BOARD AGENDA ITEM #2 – MOTION BY SUPERVISOR GLORIA MOLINA RE: LENGTHS OF STAY AT EMERGENCY RESPONSE COMMAND POST**

**INTRODUCTION**

On May 17, 2005, the Board instructed the Director of the Department of Children and Family Services (DCFS) to:

- Report back to the Board within seven (7) days on immediate steps taken to address Emergency Response Command Post (ERCP) "overstays", including increasing the availability of emergency shelter beds;
- Provide monthly reports for the next year, which track the numbers of emergency shelter beds and the length of time children spend waiting for placement;
- Provide a 30-day report regarding possible short-term and long-term solutions, with attention to placement needs of the more difficult-to-place children and youth;
- Work in collaboration with the Association of Community Human Services Agencies (ACHSA) and group homes on the assessment of placement processes to identify and resolve barriers to successful placement of these youths.

### **SCOPE OF PROBLEM**

Most often, the population of children described in the ERCP lengths-of-stay reports are "difficult-to-place" children with current behaviors that present serious risks to their health and safety, such as, violent interactions with others, illegal drug consumption, gang involvement, or chronic runaway episodes. This population also includes parenting teenagers and dependent children over the age of 18 years who do not meet the licensing provision for residence in our emergency shelters.

Since the last report dated August 19, 2005, the ERCP continued to make remarkable progress. In August 2005, there were a total of 121 children who came to ERCP, five (5) of these children stayed over eight (8) hours and fifteen (15) stayed more than four (4) hours. One hundred one (101) children were placed within four (4) hours.

In September 2005, there were a total of 58 (100%) children who came to ERCP (more than 50% less than August). Only one (2%) of the total number of children stayed longer than eight hours and five (9%) children stayed more than four hours. Ninety percent (90%) of the fifty-two (52) children were placed within four hours.

In October 2005, there were a total of fifty-seven (57) children who came to ERCP. Only one (2%) of the total number of children stayed longer than eight hours and 15 (26%) stayed longer than four hours, but none stayed longer than seven hours, twenty minutes. Forty-one (72%) of the children were placed within four hours.

Those children that remained at ERCP over four hours have general placement issues; including defiant behaviors, illicit drug use, psychiatric problems and chronic run away as the major reasons for the delay in finding suitable placements in a timely manner.

### **SHORT-TERM SOLUTIONS**

Additional short-term solution steps taken and progress made, to date, include:

1. DCFS placed Resource Utilization Management (RUM) staff on-call, beginning Thursdays at 5:00 p.m. through Mondays at 2:00 a.m., to assist ERCP in locating and matching placements for difficult-to-place youths.
2. DCFS published advertisements for the recruitment of licensed foster parents in the following newspapers: The Los Angeles Times, La Opinion, The Los Angeles Watts Times, The Sentinel, The Daily News, The Long Beach Press Telegram and The San Gabriel Valley News.
3. DCFS added two (2) additional contracted shelter care homes for adolescents with behavioral problems. Each home is licensed for two adolescents, for a total of four (4) additional beds.

4. DCFS forwarded letters to all Foster Family Agencies (FFAs) requesting their interest and availability for placements on a 24-hour, 7-days-a-week basis.
5. DCFS continues to explore with group home providers the development of four (4) to six (6) emergency shelter care beds for males, 13 to 17 years of age. Since the last reporting period, August 19, 2005, David and Margaret Group Home has been providing 24/7 emergency assessment beds for teenage females, 13 to 17 years of age; and has been successful in accepting and maintaining some of our most difficult-to-place youths. Additionally, Girls and Boys Town has continued providing emergency shelter care assessment beds for males, 9 to 17 years of age; and twelve (12) emergency shelter care assessment beds for females, 11 to 17 years of age.
6. DCFS has primarily focused on maintaining current bed availability.

With the expansion of licensed foster home beds, FFA beds and Group Home beds as detailed above, we believe that we have sufficient capacity to assure that few, if any children, await placement at ERCP for longer than eight (8) hours. Coupled with the long-term solutions that follow, intended to provide continued service expansion and management improvements necessary, we believe we are able to further reduce the length-of-stay for youths at ERCP.

### **LONG-TERM SOLUTIONS**

As previously mentioned, ERCP has a new management team, who continues to be actively involved in this issue. The Regional Administrator and the Assistant Regional Administrators have reported ongoing tremendous progress, and continue to attend on-going meetings with our community partners.

Furthermore, the Department continues in its efforts with the Association of Community Human Service Agencies (ACHSA) to further develop long-term shelter solutions for the more challenging population of youth who await placement at ERCP for extended lengths of time. In addition to the Department's aggressive efforts to recruit and contract with licensed foster parents for the provision of Emergency Shelter Care, three DCFS/ACHSA program development groups, the "Individualized Contracting", "Development of Crisis Beds" and "Intake Receiving Centers" workgroups have developed and presented DCFS with proposals.

Additional long-term solution steps taken and progress made, to date, include:

1. DCFS staff met with representatives of SEIU Local 535 to expand input and consider workplace-related perspectives as solutions are proposed.

2. DCFS is working with the Probation Department to develop a plan to utilize some of the placement facilities which Probation contracts, so that this support can be enlisted, when a youth whose treatment needs can best be serviced by those agencies which enter the ERCP.
3. DCFS has met with Children Are Our Future to develop six shelter care/assessment beds for male youth. It is expected that this home will be up and ready to accept youth within four months.

### **SUMMARY**

There has been significant decrease in the amount of children awaiting placement. The Deputy Director and Regional Administrator have been working in collaboration with Regional Administrators to maximize regional resources and to limit the utilization of the ERCP resources to hard-to-place children.

The attached chart provides you with a detailed accounting of those children who were brought to Emergency Command Post (ERCP) during the month of October 2005. During this reporting period, there were a total of 57 children who were brought to ERCP while awaiting placement.

Of those 57 children (100%), 41 (72%) were placed with 0 to 4 hours. Of the remaining 16 children (28%), only 1 (2%) remained at ERCP for more than eight hours. The other 15 children (26%) took between four to eight hours to place. Those children that remained over four hours have general placement issues including defiant behaviors, illicit drug use, psychiatric problems and chronic run away as the major reasons for the delay in finding suitable placement.

The Department remains committed to the goal and ensuring prompt response and processing of Emergency Response Command Post placement.

We look forward to reporting back to the Board within 90 days as to our continued progress. If you have any further questions, please call me at (213) 351-5600, or your staff may contact Helen Berberian, Board Relations Manager at (213) 351-5530.

DS:AW:JL:eaf

Attachment

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors

# EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT – MINORS AT ERCP OCTOBER 2005

**Numbers of children and youth who stayed 4 hours and longer by age:**  
**Total: 16 (28%)**

Hours	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
0 to 4	10	15	16	0	41	72%
4 to 8	1	6	8	0	15	26%
9 to 13	0	0	1	0	1	2%
14 to 19	0	0	0	0	0	
20 to 23	0	0	0	0	0	-
24 to 28	0	0	0	0	0	-
29 to 32	0	0	0	0	0	-
33 and over	0	0	0	0	0	-
<b>TOTALS</b>	<b>11(19%)</b>	<b>21(37%)</b>	<b>25(44%)</b>	<b>0</b>	<b>57</b>	<b>100%</b>

**Children and youth's placement type prior to stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of parent	1	1	3	0	5	31%
Adoptive parent	0	0	0	0	0	
Home of Relative	0	0	0	0	0	
Foster Home	0	4	3	0	7	44%
Group Home	0	1	3	0	4	25%
Hospital	0	0	0	0	0	
Probation	0	0	0	0	0	
Law Enforcement	0	0	0	0	0	
<b>TOTALS</b>	<b>1(6%)</b>	<b>6(38%)</b>	<b>9(56%)</b>	<b>0</b>	<b>16</b>	<b>100%</b>

**Numbers of Children and Youth who came to ERCP by age and Gender: Total: 57**

0-10 years		11-14 years		15-18 years		19 and over	
11(19%)		21(37%)		25(44%)		-	
M	F	M	F	M	F	M	F
6	5	8	13	11	14	0	0

**Children and Youth's placement type following their stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of Parent	0	0	0	0		
Home of Relative	0	0	0	0		
Foster Home	1	5	8	0	14	87%
Group Home	0	1	1	0	2	13%
AWOL	0	0	0	0		
Hospital	0	0	0	0		
<b>TOTALS</b>	<b>1(6%)</b>	<b>6(38%)</b>	<b>9(56%)</b>	<b>0</b>	<b>16</b>	<b>100%</b>



**County of Los Angeles**  
**DEPARTMENT OF CHILDREN AND FAMILY SERVICES**  
425 Shatto Place -- Los Angeles, California 90020  
(213) 351-5602

DAVID SANDERS, Ph.D.  
Director

February 21, 2006

Board of Supervisors  
GLORIA MOLINA  
First District  
YVONNE B. BURKE  
Second District  
ZEV YAROSLAVSKY  
Third District  
DON KNABE  
Fourth District  
MICHAEL D. ANTONOVICH  
Fifth District

To: Mayor Michael D. Antonovich  
Supervisor Zev Yaroslavsky, Chair Pro Tem  
Supervisor Yvonne B. Burke  
Supervisor Don Knabe  
Supervisor Gloria Molina

From: David Sanders, Ph.D.  
Director

**MAY 17, 2005 BOARD AGENDA ITEM #2 – MOTION BY SUPERVISOR GLORIA MOLINA RE: EMERGENCY RESPONSE COMMAND POST MONTHLY LENGTHS OF STAY**

**INTRODUCTION**

On May 17, 2005, the Board instructed the Director of the Department of Children and Family Services (DCFS) to:

- Report back to the Board within seven (7) days on immediate steps taken to address Emergency Response Command Post (ERCP) "overstays", including increasing the availability of emergency shelter beds;
- Provide monthly reports for the next year, which track the numbers of emergency shelter beds and the length of time children spend waiting for placement;
- Provide a 30-day report regarding possible short-term and long-term solutions, with attention to placement needs of the more difficult-to-place children and youth;
- Work in collaboration with the Association of Community Human Services Agencies (ACHSA) and group homes on the assessment of placement processes to identify and resolve barriers to successful placement of these youths.

### **SCOPE OF PROBLEM**

Most often, the population of children described in the ERCP Lengths-of-Stay reports are "difficult-to-place" children with current behaviors that present serious risks to their health and safety, such as, violent interactions with others, illegal drug consumption, gang involvement, or chronic runaway episodes. This population also includes parenting teenagers and dependent children over the age of 18 years who do not meet the licensing provision for residence in our emergency shelters.

In November 2005, ERCP continued to make remarkable progress. There were 69 children that were served at the Emergency Response Command Post. Of the 69 children (100%) served, 56 children (81%) were placed within 0 to 4 hours, and 13 children (19%) of the 69 children exceeded the four-hour time frame.

In December 2005, there were 66 children that were served at the ERCP. Of the 66 children (100%), 49 children (74%) were placed within 0 to 4 hours, and 17 children (26%) of the 66 children exceeded the four-hour time frame. Of these 17 children, 2 children stayed at ERCP an inordinate amount of time.

January 2006 has been the best month since the initial report in May 2005. During the month of January 2006, there were a total of 40 children served at the ERCP. Of the 40 children (100%) served, 34 (85%) were placed within 0 to 4 hours and only 6 (15%) of the 40 children exceed the four hour time frame.

Those children that remained at ERCP over four hours have general placement issues; including defiant behaviors, illicit drug use, psychiatric problems and chronic run away as the major reasons for the delay in finding suitable placements in a timely manner.

For example, two youths that stayed in ERCP for an inordinate amount of time (60 hours) during the reporting period of December 2005 had initially arrived together and presented themselves to the Department as under-age minors. As a result, services were offered and numerous placement attempts were made. A former MacLaren Children's Center employee recognized one of the children and identified her by her true name. The youth had an on-going court case with permanent placement orders. The other youth was believed by the regional and ERCP staff to be an adult. As such, a request was made to Dependency Court to have the child submit for fingerprinting. That order was issued and the result of such fingerprinting provided her true identity: An adult, with a different name who had runaway from a psychiatric facility in another state.

### **SHORT-TERM SOLUTIONS**

Additional short-term solution steps taken and progress made, to date, include:

1. DCFS has scheduled recruitment meetings to recruit emergency shelter care foster parents to care for teens and sibling groups.

2. DCFS placed Resource Utilization Management (RUM) staff on-call, beginning Thursday at 5:00 p.m. through Monday at 2:00 a.m., to assist ERCP in locating and matching placements for difficult-to-place youths.
3. DCFS has scheduled a meeting with the "Way In" to discuss reserving emergency beds for boys.
4. DCFS has primarily focused on maintaining current bed availability.

With the expansion of licensed foster home beds, FFA beds and Group Home beds as detailed above, we believe that we have sufficient capacity to assure that few, if any children, await placement at ERCP for longer than eight (8) hours. Coupled with the long-term solutions that follow, intended to provide continued service expansion and management improvements necessary, we believe we are able to further reduce the length-of-stay for youths at ERCP.

### **LONG-TERM SOLUTIONS**

As previously mentioned, ERCP has a new management team, who continues to be actively involved in this issue. The Regional Administrator and the Assistant Regional Administrators have reported ongoing tremendous progress, and continue to attend on-going meetings with our community partners.

Furthermore, the Department continues in its efforts with the Association of Community Human Services Agencies (ACHSA) to further develop long-term shelter solutions for the more challenging population of youth who await placement at ERCP for extended lengths of time.

Additional long-term solution steps taken and progresses made, to date, include:

1. DCFS staff met with representatives of SEIU Local 535 to expand input and consider workplace-related perspectives as solutions are proposed.

On January 26, 2006, the Department met with ACHSA to discuss the status of the three DCFS/ACHSA program development groups. In view of the dramatic decrease in the number of "overstays" at ERCP, the Department is currently re-evaluating the need to contract specifically for "Crisis Beds." A follow-up meeting is scheduled in April 2006 to explore other options in this area.

2. Girls and Boys Town is scheduled to open their new 16-bed facility in Compton in September 2006. They are willing to build their program to meet our shelter care needs.

3. DCFS has met with Children Are Our Future to develop six shelter care/assessment beds for male youth. It is expected that this home will be up and ready to accept youth within four months.
4. DCFS is working with Dr. Heger from LAC-USC to develop a Family Assessment Center where hard-to-place youths will have immediate psychological and medical exams. This should assist in securing appropriate placements.

### **SUMMARY**

There has been a remarkable achievement made in the last several months. From a high of 121 children reported in the month of August 2005, to that of 40 children in the month of January 2006, is a noteworthy achievement by any measure. The Deputy Director and Regional Administrator have been working in collaboration with Regional Administrators to maximize regional resources and to limit the utilization of the ERCP resources to hard-to-place children.

The attached chart provides you with the monthly tracking for 40 children who had ERCP contact in January 2006. This information is based on data from the ERCP logs from January 1, 2006 through January 31, 2006. During this reporting period, 40 children were served at the emergency Response Command Post. Of the 40 (100%) children served, 34 (85%) were placed within 0 to 4 hours, and 6 (15%) of the 40 children exceed the four-hour time frame. The prevalent issues of defiant behaviors, illicit drug use, psychiatric problems and chronic run away have been the major reasons for the delay in finding suitable placement in a timely manner.

The Department remains committed to the goal of ensuring prompt response and processing of Emergency Response Command Post placement.

If you have any questions, please call me or your staff may contact Helen Berberian, Board Relations Manager at (213) 351-5530.

DS:AW:JL:eaf

Attachment

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors

# EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT – MINORS AT ERCP JANUARY 2006

**Numbers of children and youth who stayed 4 hours and longer by age:**

Total: 6 (15%)

Hours	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
0 to 4	5	9	19	1	34	85%
4 to 8	0	2	2	0	4	10%
9 to 13	0	0	2	0	2	5%
14 to 19	0	0	0	0		
20 to 23	0	0	0	0		-
24 to 28	0	0	0	0		-
29 to 32	0	0	0	0		-
33 and over	0	0	0	0		-
<b>TOTALS</b>	<b>5(13%)</b>	<b>11(28%)</b>	<b>23(57%)</b>	<b>1(2%)</b>	<b>40</b>	<b>100%</b>

**Children and youth's placement type prior to stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of parent	0	0	0	0		
Adoptive parent	0	0	0	0		
Home of Relative	0	0	0	0		
Foster Home	0	1	0	0	1	17%
Group Home	0	1	0	0	1	17%
Awol	0	0	3	0	3	50%
Probation	0	0	1	0	1	16%
<b>TOTALS</b>	<b>0</b>	<b>2(33%)</b>	<b>4(67%)</b>	<b>0</b>	<b>6</b>	<b>100%</b>

**Numbers of Children and Youth who came to ERCP by age and Gender: Total: 40**

0-10 years		11-14 years		15-18 years		19 and over	
5(27%)		11(28%)		23(57%)		1(2%)	
M	F	M	F	M	F	M	F
2	3	3	8	10	13	0	1

**Children and Youth's placement type following their stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of Parent	0	0	0	0		
Home of Relative	0	0	0	0		
Foster Home	0	0	1	0	1	17%
Group Home	0	2	2	0	4	66%
Law Enforcement	0	0	1	0	1	17%
Hospital	0	0	0	0		
<b>TOTALS</b>	<b>0</b>	<b>2(33%)</b>	<b>4(67%)</b>	<b>0</b>	<b>6</b>	<b>100%</b>



**County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, California 90020  
(213) 351-5602

**PATRICIA S. PLOEHN, LCSW**  
Director

**Board of Supervisors**

**GLORIA MOLINA**  
First District

**YVONNE B. BURKE**  
Second District

**ZEV YAROSLAVSKY**  
Third District

**DON KNABE**  
Fourth District

**MICHAEL D. ANTONOVICH**  
Fifth District

November 28, 2006

To: Mayor Michael D. Antonovich  
Supervisor Zev Yaroslavsky, Chair Pro Tem  
Supervisor Gloria Molina  
Supervisor Yvonne B. Burke  
Supervisor Don Knabe

From: Patricia S. Ploehn, LCSW  
Director

A handwritten signature in cursive script, appearing to read "Ploehn", is written over the printed name of Patricia S. Ploehn.

**MAY 17, 2005 BOARD AGENDA ITEM #2: SEMI-ANNUAL REPORT ON THE  
LENGTH OF STAY AT THE EMERGENCY RESPONSE COMMAND POST**

On May 17, 2005, your Board instructed the Department of Children and Family Services to provide a monthly report to your Board for one year on the length of stay at the Emergency Response Command Post (ERCP) for children awaiting placement. In our final monthly report, dated May 17, 2006, the Department stated it would provide additional semi-annual reports. This is the first semi-annual report.

I am pleased to inform you that the Department of Children and Family Services continues to make noticeable progress in reducing the length of time children remain at the ERCP while awaiting placement (please see attached reports). In the month of May 2006, there were a total of 46 children served at the ERCP. Of the 46 children served, only three children (6%) exceeded the allowable four-hour wait time we have established. In the month of June 2006, there were a total of 74 children served, and 10 children (14%) stayed more than four hours. In the month of July 2006, there were 54 children served and of those, there were only three children (6%) who exceeded the four-hour wait time. In the month of August 2006, 51 children were served. Of these children, seven (14%) stayed more than four hours. In the month of September 2006, 46 children were served and only two children (4%) exceeded the four-hour time frame. In October 2006, 77 children were served and of those, six children (8%) stayed more than four hours before placement was located for them. It should be noted that during this reporting period, there were no children that stayed overnight at the ERCP.

Most of the children that remained at the ERCP over four hours have general placement issues including defiant behaviors, illicit drug use, psychiatric problems and chronic run away behavior. These issues are the most likely causes for the delay in finding suitable placements in a more timely manner.

Each Supervisor  
November 22, 2006  
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The Department remains committed to the goal of ensuring the prompt placement of children who are brought to the ERCP.

If you have any questions, please call me or your staff may contact Armand Montiel, Board Relations Manager at (213) 351-5530.

PSP:AW:eaf

Attachments

c: Chief Administrator Officer  
County Counsel

# EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT – MINORS AT ERCP MAY 2006

**Numbers of children and youth who stayed 4 hours and longer by age:**

**Total: 3 (6%)**

Hours	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
0 to 4	11	14	18	0	43	94%
4 to 8	1	0	1	0	2	4%
8 to 13	0	0	0	1	1	2%
14 to 19	0	0	0	0	0	
20 to 23	0	0	0	0	0	-
24 to 28	0	0	0	0	0	-
29 to 32	0	0	0	0	0	-
33 and over	0	0	0	0	0	
<b>TOTALS</b>	<b>12(26%)</b>	<b>14(31%)</b>	<b>19(41%)</b>	<b>1(2%)</b>	<b>46</b>	<b>100%</b>

**Number of Children and Youth who came to ERCP by age and Gender: Total: 46**

0-10 years		11-14 years		15-18 years		19 and over	
12 (26%)		14(31%)		19 (41%)		1(2%)	
M	F	M	F	M	F	M	F
10	2	6	8	14	5	1	0

**Prior placement type for children and youth who stayed at ERCP 4 hours and longer:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of parent	1	0	0	0	1	2%
Adoptive parent	0	0	0	0	0	
Home of Relative	0	0	0	1	1	2%
Foster Home	0	0	0	0	0	
Group Home	0	0	0	0	0	
AWOL	0	0	1	0	1	2%
Probation	0	0	0	0		
<b>TOTALS</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>6%</b>

**Children and Youth's placement type following their stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of Parent	0	0	0	0	0	
Home of Relative	0	0	0	0	0	
Foster Home	1	0	0	0	1	2%
Group Home	0	0	1	1	2	4%
AWOL	0	0	0	0	0	
Hospital	0	0	0	0		
<b>TOTALS</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>6%</b>

# EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT – MINORS AT ERCP JUNE 2006

**Numbers of children and youth who stayed 4 hours and longer by age:**  
**Total: 10(14%)**

Hours	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
0 to 4	22	22	20	0	64	86%
4 to 8	1	2	4	0	7	9%
9 to 13	0	2	0	1	3	5%
14 to 19	0	0	0	0	0	
20 to 23	0	0	0	0	0	-
24 to 28	0	0	0	0	0	-
29 to 32	0	0	0	0	0	-
33 and over	0	0	0	0	0	
<b>TOTALS</b>	<b>23(31%)</b>	<b>26(35%)</b>	<b>24(33%)</b>	<b>1(1%)</b>	<b>74</b>	<b>100%</b>

**Number of Children and Youth who came to ERCP by age and Gender: Total: 74**

0-10 years		11-14 years		15-18 years		19 and over	
23 (31%)		26(35%)		24(33%)		1(1%)	
M	F	M	F	M	F	M	F
14	9	13	13	6	18	0	1

**Prior placement type for children and youth who stayed at ERCP 4 hours and longer:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of parent	1	2	1	0	4	5%
Adoptive parent	0	0	0	0	0	
Home of Relative	0	0	0	1	1	2%
Foster Home	0	0	1	1	2	3%
Group Home	0	1	2	0	3	4%
AWOL	0	0	0	0	0	
Probation	0	0	0	0	0	
<b>TOTALS</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>10</b>	<b>14%</b>

**Children and Youth's placement type following their stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of Parent	0	0	1	0	1	2%
Home of Relative	0	0	0	0	0	
Foster Home	1	2	2	1	6	8%
Group Home	0	2	1	0	3	4%
AWOL	0	0	0	0	0	
Hospital	0	0	0	0	0	
<b>TOTALS</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>10</b>	<b>14%</b>

# EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT – MINORS AT ERCP JULY 2006

**Numbers of children and youth who stayed 4 hours and longer by age:**  
Total: 3 (6%)

Hours	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
0 to 4	8	16	27	0	51	94%
4 to 8	1	0	1	0	2	4%
9 to 13	0	1	0	0	1	2%
14 to 19	0	0	0	0	0	-
20 to 23	0	0	0	0	0	-
24 to 28	0	0	0	0	0	-
29 to 32	0	0	0	0	0	-
33 and over	0	0	0	0	0	-
<b>TOTALS</b>	<b>9(17%)</b>	<b>17(31%)</b>	<b>28(52%)</b>	<b>-</b>	<b>54</b>	<b>100%</b>

**Number of Children and Youth who came to ERCP by age and Gender: Total: 54**

0-10 years		11-14 years		15-18 years		19 and over	
9 (17%)		17 (31%)		28 (52%)		(%)	
M	F	M	F	M	F	M	F
6	3	8	9	14	14	0	0

**Prior placement type for children and youth who stayed at ERCP 4 hours and longer:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of parent	1				1	2%
Adoptive parent					0	-
Home of Relative					0	-
Foster Home		1			1	2%
Group Home			1		1	2%
AWOL					0	-
Probation					0	-
<b>TOTALS</b>	<b>1(2%)</b>	<b>1(2%)</b>	<b>1(2%)</b>	<b>0</b>	<b>3</b>	<b>6%</b>

**Children and Youth's placement type following their stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of Parent	0	0	0	0	0	-
Home of Relative	0	0	0	0	0	-
Foster Home	1	1	1	0	3	6%
Group Home	0	0	0	0	0	-
AWOL	0	0	0	0	0	-
Hospital	0	0	0	0	0	-
<b>TOTALS</b>	<b>1 (2%)</b>	<b>1 (2%)</b>	<b>1 (2%)</b>	<b>0</b>	<b>3</b>	<b>6%</b>

# EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT – MINORS AT ERCP AUGUST 2006

**Numbers of children and youth who stayed 4 hours and longer by age:**  
Total: 7 (14%)

Hours	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
0 to 4	10	12	22	0	44	86%
4 to 8	0	2	4	0	6	12%
9 to 13	0	1	0	0	1	2%
14 to 19	0	0	0	0	0	-
20 to 23	0	0	0	0	0	-
24 to 28	0	0	0	0	0	-
29 to 32	0	0	0	0	0	-
33 and over	0	0	0	0	0	-
<b>TOTALS</b>	<b>10 (20%)</b>	<b>15 (29%)</b>	<b>26 (51%)</b>	<b>-</b>	<b>51</b>	<b>100%</b>

**Number of Children and Youth who came to ERCP by age and Gender: Total: 51**

0-10 years		11-14 years		15-18 years		19 and over	
10 (20%)		15 (29%)		26 (51%)		(%)	
M	F	M	F	M	F	M	F
4	6	6	9	9	17	0	0

**Prior placement type for children and youth who stayed at ERCP 4 hours and longer:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of parent		1			1	2%
Adoptive parent			1		1	2%
Home of Relative					0	-
Foster Home		2	2		4	8%
Group Home			1		1	2%
AWOL					0	-
Probation					0	-
<b>TOTALS</b>		<b>3 (6%)</b>	<b>4 (8%)</b>		<b>7</b>	<b>14%</b>

**Children and Youth's placement type following their stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of Parent	0	0	0	0	0	-
Home of Relative	0	0	0	0	0	-
Foster Home	0	2	2	0	4	8%
Group Home	0	0	1	0	1	2%
AWOL	0	1	0	0	1	2%
Hospital	0	0	1	0	1	2%
<b>TOTALS</b>	<b>0</b>	<b>3 (6%)</b>	<b>4 (8%)</b>	<b>0</b>	<b>7</b>	<b>14%</b>

# EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT – MINORS AT ERCP SEPTEMBER 2006

Numbers of children and youth who stayed 4 hours and longer by age:  
Total: 2 (4%)

Hours	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
0 to 4	12	12	20	0	44	96%
4 to 8	0	0	2	0	2	4%
9 to 13	0	0	0	0	0	
14 to 19	0	0	0	0	0	
20 to 23	0	0	0	0	0	-
24 to 28	0	0	0	0	0	-
29 to 32	0	0	0	0	0	-
33 and over	0	0	0	0	0	-
<b>TOTALS</b>	<b>12(26%)</b>	<b>12(26%)</b>	<b>22(48%)</b>	<b>0</b>	<b>46</b>	<b>100%</b>

Number of Children and Youth who came to ERCP by age and Gender: Total: 46

0-10 years		11-14 years		15-18 years		19 and over	
12(26%)		12(26%)		22(48%)		0	
M	F	M	F	M	F	M	F
5	7	8	4	17	5	0	0

Prior placement type for children and youth who stayed at ERCP 4 hours and longer:

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of parent	0	0	0	0	0	
Adoptive parent	0	0	0	0	0	
Home of Relative	0	0	0	0	0	
Foster Home	0	0	0	0	0	
Group Home	0	0	0	0	0	
AWOL	0	0	0	0	0	
Juvenile Hall	0	0	2	0	2	4%
<b>TOTALS</b>	<b>0</b>		<b>2</b>	<b>0</b>	<b>2</b>	<b>4%</b>

Children and Youth's placement type following their stay at ERCP:

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of Parent	0	0	0	0	0	
Home of Relative	0	0	0	0	0	
Foster Home	0	0	0	0	0	
Group Home	0	0	1	0	1	2%
AWOL	0	0	1	0	1	2%
Hospital	0	0	0	0		
<b>TOTALS</b>	<b>0</b>		<b>2</b>	<b>0</b>	<b>2</b>	<b>4%</b>

# EMERGENCY RESPONSE COMMAND POST'S MONTHLY OVERSTAY REPORT – MINORS AT ERCP OCTOBER 2006

**Numbers of children and youth who stayed 4 hours and longer by age:**  
Total: 6 (8%)

Hours	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
0 to 4	34	11	27	0	72	94%
4 to 8	0	4	0	0	4	5%
9 to 13	0	1	0	0	1	1%
14 to 19	0	0	0	0	0	
20 to 23	0	0	0	0	0	
24 to 28	0	0	0	0	0	
29 to 32	0	0	0	0	0	
33 and over	0	0	0	0	0	
<b>TOTALS</b>	<b>34(44%)</b>	<b>16(21%)</b>	<b>27(35%)</b>	<b>0</b>	<b>77</b>	<b>100%</b>

**Number of Children and Youth who came to ERCP by age and Gender: Total: 77**

0-10 years		11-14 years		15-18 years		19 and over	
34(44%)		16(21%)		27(35%)		(%)	
M	F	M	F	M	F	M	F
14	20	8	8	15	12	0	0

**Prior placement type for children and youth who stayed at ERCP 4 hours and longer:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of parent	2	0	0	0	2	3%
Adoptive parent	0	0	0	0	0	
Home of Relative	0	0	0	0	0	
Foster Home	0	1	0	0	1	1%
Group Home	0	1	0	0	1	1%
AWOL	0	0	0	0	0	
Skid Row	0	1	1	0	2	3%
<b>TOTALS</b>	<b>2(3%)</b>	<b>3 (4%)</b>	<b>1(1%)</b>	<b>0</b>	<b>6</b>	<b>8%</b>

**Children and Youth's placement type following their stay at ERCP:**

Placement	0-10 years	11-14 years	15-18 years	19 and over	TOTALS	
Home of Parent	0	0	0	0	0	
Home of Relative	0	0	0	0	0	
Foster Home	2	0	0	0	2	3%
Group Home	0	2	2	0	4	5%
AWOL	0	0	0	0	0	
Hospital	0	0	0	0		
<b>TOTALS</b>	<b>2(3%)</b>	<b>2(3%)</b>	<b>2(2%)</b>	<b>0</b>	<b>6</b>	<b>8%</b>